

# HTM\*2030 F 14

## Control Systems in the Hospitality Industry

### General Course Information

<b>Instructor:</b>	Connie A J Zavitz, CA, CPA
<i>Email</i>	czavitz@uoguelph.ca
<i>Office Location</i>	MINS B43
<i>Office Hours</i>	Friday 10:20 – 11:20 by Appointment
<i>Department/School</i>	School of Hospitality & Tourism Management
<b>Class Schedule:</b>	Lecture: Monday and Wednesday 2:30 – 3:20 (LA 204) Seminar 01: Thursday 3:30pm – <b>4:50pm</b> (MACS 121) Seminar 02: Friday 11:30am – <b>12:50pm</b> (MACS 121) Seminar 03: Friday 8:30am – <b>9:50am</b> (MACK 230)
<b>Pre-requisites:</b>	HTM*2700 Introductory Foods
<b>Course Description</b>	<p>A study of the policies and procedures required to control food, beverage, payroll and other operating costs. Areas examined include such topics as cost behaviour and analysis, menu analysis, budget preparations, interpretation of data and the application of controls.</p> <p>Please note that, for various reasons, the emphasis will be on food service operations, the same basic approaches are applicable across not only the hospitality industry, but any business.</p>
<b>Course Learning Outcomes:</b>	<p>Upon successfully completing this course, each student should be able to:</p> <ul style="list-style-type: none"> <li>• Discuss the importance of the cost control cycle including its effect on the operation's profitability</li> <li>• Evaluate a restaurant's menu and its effect on various aspects of the organization</li> <li>• Discuss, including reasons and effects, the methods and steps required to control: <ul style="list-style-type: none"> <li>○ Purchasing</li> <li>○ Receiving, storing, and issuing</li> <li>○ Food preparations and portions</li> <li>○ Beverages</li> <li>○ Revenue</li> <li>○ Payroll expenses</li> <li>○ Theft/fraud</li> </ul> </li> <li>• Apply various quantitative and qualitative techniques to evaluate existing and proposed hospitality operations.</li> </ul>

## Course Assessment

	<b>Learning Objective</b>	<b>Due Date</b>	<b>Value</b>
Midterm Exam 1	Unit 1 and Unit 2	Wed. Oct 1	15 %
Case: The Diner	Cash flow / Budgeting	Fri. October 10th (noon)	10 %
Midterm Exam 2	Units 1 to 5	Wed. Oct. 29	15 %
Internal Controls Assignment (Discussion Forum)	Internal Controls	Nov 14	3 %
Internal Controls Assignment (Written Assignment)	All Units	Fri. Nov 14	12 %
Forum & Group Participation		On- going	10 %
Final Examination	All Units		35 %

### Format of Midterms and Final Exam

The midterms and final exam will be an **open book exams** – students are permitted to bring any paper resources into the examination room. Students are not permitted to bring any electronic devices into the examination room with the exception of a basic calculator.

The examination questions will be short answer questions, similar to the short answer assignment questions. There will be no multiple choice questions.

## Teaching Format

### Lectures

The classes will not be a traditional lecture format; for example, the instructor will not present a powerpoint presentation for the entire class. Students will be expected to come prepared and participate. Classes will include material not found in textbooks or other readings. Examinations will cover all material discussed **in-class**, including seminars, and any assigned readings.

**Calculators:** You need a 4-function calculator (addition, subtraction, multiplication and division). Since many classes may involve calculation, **please bring a calculator to all classes.**

### Seminars

Materials covered in seminars will supplement course information and will provide practice in applying and synthesizing information from the text and large classroom. Cases, exercises, and question and answer sessions will be used. The majority of the time we will discuss the assigned material – students will NOT be allocated time to complete the case studies in seminar. Past students have found the lecture and the seminars the most beneficial part of the course.

## Course Resources

### Course

Course material, assignments, review material and a conferencing system are available in Desire to Learn / Course Link. It is critical that you access and

**Website:** read the material on a daily basis. The professor will post all announcements/changes on the course site.

#### Accessing the Desire to Learn Course Website

To access the course website, go to the University of Guelph home page  
<http://www.uoguelph.ca>

Select **Courselink**

**NOTE:** If you have trouble logging onto Desire to Learn, click the button "Browser Check" under the heading "Before you log in for the first time" to make sure your computer will run Desire 2 Learn.

Your **user name** is your UofG login ID and password.

#### **Required Texts:**

Paul. R. Dittmer and J. Desmond Keefe III, Gary Hoyer, Tim Foster, *Principles of Food, Beverage and Labour Cost Controls, Second Canadian edition, 2014*, John Wiley & Sons, Inc. **There is an e-book available, but not recommended for this course as the mid-terms and final are open book.** (Note: previous editions are acceptable but will not have the appropriate practice questions)

The course text has been put on reserve in the library.

#### **Seminar Materials:**

Course seminar materials are posted available for purchase in the bookstore.

#### **Other Resources:**

Additional resources and required materials are available on the course website.

## Course Policies

### Grading Policies

Extensions can only be granted by the professor in advance of the due date. Each extension request will be evaluated on an individual basis.

Late Assignments will not be accepted with out a medical note.

### Course Policy regarding use of electronic devices and recording of lectures

Electronic recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

## University Policies

### Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for

**Academic Consideration:** <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

### Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what

constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08...>

## **Accessibility**

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible.

For more information, contact CSD at 519-824-4120 ext. 56208 or email [csd@uoguelph.ca](mailto:csd@uoguelph.ca) or see the website:

<http://www.csd.uoguelph.ca/csd/>

## **Course Evaluation Information**

Please refer to the [Course and Instructor Evaluation Website](#)

## **Drop date**

The last date to drop one-semester courses, without academic penalty, is Friday October 31, 2014. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08>

**HTM\*2030 Control Systems in the Hospitality Industry – FALL 2014  
Tentative Lecture, Reading Schedule, and Seminar Exercises**

Unit	Dates	Topic	Readings	Seminar Requirements	Suggested Exercises
1	Week 1 Sept 8 to 14	Introduction to Cost Controls and Sales Concepts	Chapters 1 and 2  Reading: <a href="#">Cost Control is the Key to Survival</a> by Paul Hewitt	Kit's Bar and Grill Part 1	Exercises: o Chapter 1: 1-5, 9-15. o Chapter 2: 1, 2,5, 7, 9,13,14
2	Week 2 & 3 Sept 15 - 28	Cost/Volume/ Profit Relationships	Chapter 3	The Baraka Case Study  Vegetable Processing	Exercises: o Chapter 3: 1, 5, 7, 11, 12
3	Week 4 Sept 29 to Oct 5	Purchasing, Receiving and Storage Controls	Chapters 4 and 5  Reading: <a href="#">Restaurant Fraud and Theft Part 1</a> by Paul Hewitt	<i>No Seminar</i>	Exercises: o Chapter 4: 5-7,10, 12, 19, 20 o Chapter 5: 1, 4, 10
<b>Midterm Exam 1 – Wednesday October 1 (In-class?)</b>					
4	Week 5 Oct 6 to 12	Production Controls	Chapters 6 and 7	<i>Review Midterm</i>	Exercises: o Chapter 6: 1, 5, 8, 9 o Chapter 7: 1 - 7
<b>Case Study: The Diner –Due in Dropbox Friday October 10 by noon.</b>					
5	Week 6 & 7 Oct 13 to 26  ** No Class Mon Oct 13 **	Monitoring Controls	Chapters 8 to 10  <a href="#">Restaurant Fraud and Theft Part II</a> by Paul Hewitt  <a href="#">Counting Inventory A Waste of Time</a> by Paul Hewitt	KIT's Bar and Grill Part II  Prior Year's Midterm	Exercises: o Chapter 8: 1-8 o Chapter 9: 1-9 o Chapter 10: 1, 2, 4, 6, 10
6	Week 8 Oct 27 to Nov 2	Sales Controls	Chapter 11 and 12	<i>No Seminar</i>	Exercises: o Chapter 11: 1 - 10 o Chapter 12: 11, 14
<b>Midterm Exam 2 – Wednesday October 29 (in class)</b>					
<b>40<sup>th</sup> Class Day – Friday October 31, 2014</b>					
7	Week 9 Nov 3 to 9	Accounting Controls	<a href="#">Internal Control</a> <a href="#">Internal Controls for Fun</a> <a href="#">Restaurant Fraud &amp; Theft – Part IV</a> <a href="#">Completeness of Revenue Part 1 and Part 2</a>	Kelly's Restaurant  Review Midterm and Case Study	
8	Week 10 Nov 10 to 16	Labour Controls	Chapter 18 to 21	Cathy's Greasy Spoon	Exercises: o Chapter 18: 11, 13
<b>Internal Controls Discussion Forum Starts November 10 and Closes November 17, 2014 Original Group Postings by Friday November 14, 2014 by Noon</b>					
9	Week 11 Nov 17 to 23	Beverage Controls	Chapter 13 to 17  Reading: <a href="#">Restaurant Theft Findings</a> <a href="#">Restaurant Fraud &amp; Theft – Part III</a>	Flamboyant Lounge	Exercises: o Chapter 13: 15, 16 o Chapter 14: 3, 6, 12, 13, 17 o Chapter 15: 6, 8, 9, 11, 12 o Chapter 16: 1-3, 7 o Chapter 17: 2, 7, 9
<b>Written Internal Controls Report – Friday November 21 by Noon.</b>					
10	Week 12 Nov 24 to 28	Review		<i>No Seminar</i> <i>*replacement class</i> <i>Friday November 28</i>	
<b>FINAL EXAMINATION: ?????</b>					

**Guidelines for HTM 2030 Grading of Participation Marks**

Note: the following **guidelines** will be used to determine the individual class participation marks:

Category	Extemporary Behaviour	Highest Possible Mark
On-line Discussions Contribution	Complete at least 8 of the 10	8 marks
Group Participation (refer to reference sheet below)	Excellent contribution, as evaluated by your peers, in both case/group assignments	2 marks
		10 Marks (10%)

## EXAMPLE PEER EVALUATION SHEET

(Complete the Highlighted Items)

Peer Evaluation Form Submitted By:

<< Last Name, First Name, Student Number >>>

**IMPORTANT:** Each individual is expected to submit his or her evaluation in the drop box prior to the assignment submission deadline.

Please rate your team members on the relative contributions that were made in preparing and submitting your group case study/assignment. Be candid in your assessment. Your ratings will not be disclosed to other students.

In rating your peers, use a one to five point scale:

5 =Superior; 4 =Above Average; 3 =Average; 2 =below average; 1 = weak; 0 = unsatisfactory

Note: All of the shaded areas must be completed

Names (FIRST & LAST NAME, Student Number)	Last, First Student #	Last, First Student #	Last, First Student #
Participated in group discussions or meetings			
Helped keep the group focused on the task			
Contributed useful ideas			
Quantity of work done			

This course has two case studies: The Diner and Chester's Place. The case studies are purchased as part of the course package. Each case study is worth 10% of your final grade (20% in total).

The format and marking structure for both case studies will be as follows:

- **Issue Identification (10%)**

List the specific issue/question/problem that needs to be addressed. Be sure to identify ALL of the questions that need to be answered/analyzed – missing an issue will result in not completing the qualitative and quantitative analysis.

- **Qualitative Analysis (20%)**

Identify the non-quantitative (no numbers) considerations that should be factored into the decision. For example, what are the advantages of the project, what are the disadvantages?

- **Quantitative Analysis (50%)**

Using the course material as a guide, complete the financial analysis. Be sure to show all of your calculations and assumptions, so that full marks can be awarded.

- **Recommendations (10%)**

Based on the results of the qualitative and quantitative analysis, provide a recommendation/solution to the issues identified at that beginning of the case study.

- **Overall impression and presentation (10%)**

A specific case format is not required, but the submission should be well written, clear and concise. Hint: the easiest way to receive maximum marks is to make your submission easy to mark. For example, use of heading that correspond to the marking structure make it easier for the professor/TA to identify and award marks.